

# Strategic Economic Development Action Plan

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## *Community and Economic Development Advisory Committee*

## *Camden, Maine*

## *January 2011*

### Introduction.

In the fall of 2009, a group of community leaders, including the Select Board, senior staff, downtown representatives, and other members of the community came together to discuss the economic needs of the town of Camden. After a series of meetings, it was agreed that there was a need for an advisory committee to provide direction and advice to the Select Board and play the role of advocate for economic development in the community. This process led to the creation of the Community and Economic Development Advisory Committee (CEDAC).

That group first worked on getting the position of economic development director created in the 2010 budget. That position was created at the annual town meeting and led to the hiring of Eaton Peabody Consulting Group to guide CEDAC as it transitioned to a permanent economic director in the winter of 2011.

As part of that transition CEDAC began a strategic planning process that led to this plan. The purpose of this planning process was to establish an action plan around which the community agreed, by consensus, on the highest priority projects and established a plan to implement them. This plan was not about creating new studies: the community had numerous, excellent studies dating back to 1995, that provided good direction for projects and programs regarding economic development. This plan is about creating an effective action plan, with responsibilities, schedules, and benchmarks clearly defined. This plan is about moving forward in those areas to achieve measurable results in the areas of economic development.

### Work Plan.

The work plan for this strategic plan was divided into four basic Phases:

- Phase 1: Approve the Work Plan
- Phase 2: Hold a series of 3 public meetings that included a SWOT analysis (see attachment 1), establish a mission statement, and develop an action plan organized by

projects and priority. Phase 2 would coincide with the work of the Gateway 1 study (to be incorporated as attachment 4) regarding business activity, build out scenarios, and alternative parking and pedestrian plans. Inventories of places, organizations, and events were developed. (see attachment 3)

- Phase 3: The development of the final report, the development of a job description for the Economic Development Director, and the start of the job search.
- Phase 4: Final Public Meeting and Report

## Planning Sessions.

In addition to the meeting held monthly by CEDAC to develop this plan, CEDAC held three public, facilitated sessions to collect information from the community. Those sessions were as follows:

- Session 1: September 8. This session included presentations on the recent history of various economic development projects in the community and was held at High Mountain Hall. After the presentations, the attendees participated in a SWOT analysis (strengths, weaknesses, opportunities, and threats) which provided the basis for the direction of this plan. A similar session was held in August with town staff, with some of those ideas incorporated into the plan.
- Session 2: October 6. This session included a dynamic presentation from the Gateway 1 team on the economic conditions for Camden and the region. This was followed by the introduction of projects that had been drawn from the SWOT analysis, the community CIP, various committee recommendations, and the Camden CIP, among others. The projects were organized by goal categories and then scored by the participants.
- Session 3: November 18. The third session began a review of the Core values of the plan, the vision, and the mission. This was followed by a review of the projects a second time, this time with lead agency, partners, estimated prices, and benchmarks. Attendees then an opportunity to score these projects once again. Those scores have lead to the action plan found below.

## Values, Vision, and Mission Statement.

CEDAC has developed the following core values, vision statement, and mission statement to help advise the community and CEDAC through the next five years of economic development activity. As such, they reflect the philosophy of the community as it enters into a variety of economic activities that are identified in the action plan.

## CEDAC Vision Statement

Camden will be a unique and vital quality of place providing a year round workforce built around key economic clusters, including the creative economy.

## Core Values

Core values regarding economic development for the Citizens of Camden include:

- CEDAC will be the lead advocate for economic development projects that are consistent with its' vision, mission, and action plan
- Maintain and enhance the downtown as a year-round core business district that continues to be pedestrian friendly and services both locals and tourists
- Camden will have a quality school system, with greater integration between students and the community
- Preserve and enhance Camden's quality of life as expressed in terms of the natural environment, the built environment, the educational and networking opportunities, and its people
- Promote our existing creative industries and activities while working to attract a new collection of similar, vibrant businesses.
- Pursue sustainable economies at every opportunity
- Maintain the connectivity between the downtown, all of Camden's neighborhoods, and the rural areas of the community
- We embrace the theme "where the mountains meet the sea"
- Camden is viewed as a campus with a network of unique structures, including the Camden Library, the Opera House, the churches, Knox Mill, as well as the parks and pedestrian connections. This campus offers unique opportunities to citizens and to holding events and building the local economy
- Our focus is to utilize our existing resources, structures and infrastructure consistent with the Gateway 1 Community-Centered Corridor
- Camden is a welcoming community for all ages, attractive and serving all age groups, young and old, visitors and residents alike
- Tourism continues to be a key ingredient to the success to the community

### CEDAC Mission Statement

CEDAC will work with staff and the community to insure that we implement a business retention, expansion and attraction plan, while marketing to key economic clusters, including hospitality, creative industries, retail, health care, tourism, and financial resource industries. CEDAC will work closely with the economic development department, participate in development activities throughout the community, with a special emphasis on the downtown, work to fill vacant properties, advise the Select Board on economic policy issues, and work to insure the implementation of infrastructure and recreation programs that further a broad spectrum of economic activities.

### The Action Plan.

As part of the planning process, projects were identified through the SWOT analysis and then organized and scored in a series of subsequent planning sessions. The scores were organized and, then provided weighted ranges based on the number of votes they received. This helped us

organize our ranking of projects supporting economic development activities into the following categories:

- ***High: 9-21***
- ***Medium: 1-8***
- ***Low: 0***
- ***Very Low: <0***

Based on that, Camden's top rated economic development projects (high) are:

Continue to support and grow new programs like PopTech, Juice, the Camden Conference, increasing the overall number of events: 21

Establish a center for innovation and technology in the Knox Mill Area, possibly focused in the following areas: geo spatial technologies, new media, or marine technologies: 20

Create a "tech-Shop" for craft/artisans (Tannery would be an ideal site): 18

Implement an affordable housing program: 14

Implementing a program that supports Camden as a campus: 16-1=15

River walk along the Megunticook River: 12

Support and implement improvements to Ragged Mountain: 10

Work with the new owners of Knox Mill to fill the space with businesses that are suitable to Camden's economic development vision: 9

Implement recommendations of the Pedestrian Bikeway Report focused on neighborhood connectivity: 9

The projects above represent diverse reflections of the local economy, including tourism, small business development, the creative economy, and ecotourism. To accomplish each, dollars can come from different resources. This is key in terms of providing for a plan for implementation that has multiple priorities. For example, Camden had a funding opportunity through Maine Arts to assist with event coordination and the Opera house marketing, but the artisan tech shop might also use that money. As the community moves through implementing the projects identified in this plan, it is critical to focus on the prime funding sources. In the section below, funding sources are identified.

A second issue that is not addressed in this plan and must be taken up by CEDAC and the community are some inherent conflicts that need to be worked through as the strategy is implemented. For example, you cannot grow pop-tech like events and not make improvements to the Opera House and other facilities in the community. A second example is that you must incorporate the redevelopment of Knox Mill with a Megunticook river walk. A third example is

how you create greater green space along the harbor without impacting parking supply. There are others that should be a first focus for CEDAC as they take the top priority projects and consider how they impact the community and other projects and needs.

In the following, each of the projects is presented under the priority goals they were originally organized by as part of the planning process. Their relative scores are highlighted. Those goals included:

- Properties
- Quality of Life
- People
- Infrastructure
- Events
- Industries

This plan, with its set of projects, will provide the focus for the new Economic Development Director and CEDAC as they focus on the needs of Camden over the next five years.

**Properties: The town of Camden must focus on the critical properties of the community and restore or develop them to their highest potential; infill and use of existing properties is critical. A focus must be on utilizing existing resources in the built environment.**

*Implementing a program that supports Camden as a campus. The notion here is to maximize the use of existing properties and connect them through both events, physical connections, and visitor accommodations. Attracting new businesses to Camden will be all about how they can fit in and interact with the community. Way finding will be a critical component. High*

Lead Organization: Economic Development Department (EDD)

Partners: Chamber, Opera house, event organizations, Downtown Alliance

Projected Cost: none at this time, staff

Measurable: Increase in the number of geographically organized events

Schedule: Immediate

Possible Resources: Maine Arts, CDBG Façade program

*Work with the new owners of Knox Mill to fill the space with businesses that are suitable to Camden's economic development vision. This will include a focus on creative industries and small business development. High*

Lead Organization: EDD

Partners: Owners, tenants, Chamber, KWRED

Projected Cost: none, staff time (however, TIFs are a possibility based on tenant needs)

Measurable: Reduction in vacancy rate to 10% by 2014

Schedule: Immediate

Possible Resources: TIFs, Pine Tree Zone, CDBG economic development funds

***Support and implement improvements to Ragged Mountain. These improvements will result in the Mountain being a four season destination. Coordination with Coastal Mountains Heritage Trust will be critical in extending beyond the mountains boundaries. High***

Lead Organization: Ragged Mountain Committee

Partners: EDD, Chamber

Projected Cost: \$6 million

Measurable: Fund raising completed by summer, 2011

Schedule: by November, 2011

Possible Resources: Private fund raising, community bond commitment, Tif proceeds through private investment in the area.

***Work with Wayfarer to achieve desired improvements. Wayfarer represents a critical part of the working waterfront in Camden that serves both locals and visiting tourists. Without that support, tourism from the water could decline. Medium***

Lead Organization: EDD

Partners: Owners, Harbor master committee

Projected Cost: \$1.5 million (private)

Measurable: Begin construction

Schedule: Spring, 2011

Possible Resources: FAME, CEI, local banking resources

***Strategic planning for TIF project financing including further looks at Knox Mill, the tannery site and others. This is a low level priority that CEDAC must monitor and be ready to move when needs present themselves. Medium***

Lead Organization: CEDAC

Partners: EDD, owners, developers

Projected Cost: \$ 1 million over 10 years

Measurable: Occupancy/construction

Schedule: ongoing

Possible Resources: TIF, financing resources, coordination of outside funding.

***Opera House financial analysis and its impact on the local economy. The direct investment in the Opera House should be assessed in terms of the flow of revenue that can occur in the local economy. Organizational options should be pursued based on the best funding sources. Medium***

Lead Organization: Camden Opera House Committee

Partners: EDD, Downtown Alliance

Projected Cost: \$20,000

Measurable: Final Report

Schedule: fall, 2011

Possible Resources: Local funding raising, Maine Arts Commission, Downtown CDBG marketing funds

***Opera House exterior improvements. There are a series of exterior improvements that are part of the Opera house CIP. Low***

Lead Organization: Camden Opera house Committee

Partners: EDD

Projected Cost: \$150,000

Measurable: Construction completed

Schedule: 2013

Possible Resources: Maine Arts, Bonds, CDBG façade grants

***Opera House interior improvements. There are a series of exterior improvements that are part of the Opera house CIP. Low***

Lead Organization: Camden Opera House Committee

Partners: EDD

Projected Cost: \$75,000

Measurable: Construction completed

Schedule: 2012

Possible Resources: Maine Arts, Bonds, CDBG funding for downtown improvements

***Redevelop and fill upper floor space whenever possible. Finding funds to assist local owners in making improvements that fill second story space is critical to utilizing physical resources at their optimum. Low***

Lead Organization: EDD

Partners: Owners, tenants

Projected Cost: \$150,000 (CDBG Façade grants)

Measurable: Apply and receive grant

Schedule: 2013

Possible Resources: CDBG funds, Local TIF revolving loan, other revolving loan resources

***Monitor the Tibet's/industrial area. The company represents an important core and source of employment to the community. Low***

Lead Organization: EDD

Partners: Tibet's,

Projected Cost: none

Measurable: Insure their continued operation

Schedule: ongoing

Possible Resources: none identified at this time

**Quality of Life: To preserve and enhance Camden's quality of life by targeting key clusters that enhance economic opportunity for individuals of all ages while respecting the dignity and sense of place that has come to be associated with Camden. Camden, in striving to be a balanced four season community, shall always appeal to residents, visitors, and targeted businesses, alike.**



***The key to quality of life in Camden is to meld any economic development activity with the present quality of life, maintaining and preserving the present community balance and sense of place. By all objective standards, quality of life, or its perception, is key to business attraction in Camden. Medium***

Lead Organization: CEDAC

Partners: EDD, Chambers, committees

Projected Cost: none

Measurable: Community Survey of satisfaction

Schedule: ongoing

Possible Resources: none needed

***River walk along the Megunticook River is a key piece of the tourist accommodation factor, as well as moving visitors from the deep downtown to other parts of the community. It represents a key element in the eco-tourism/visitor experience that should expand reasons for visitors to stay longer in Camden. High***

Lead Organization: Bike and Pedestrian Committee

Partners: Conservation Commission, EDD

Projected Cost: \$30,000 (possible grants)

Measurable: Reserve right of way along the river

Schedule: 2012

Possible Resources: CDBG, National Parks Service, Maine State grants for walk improvements (former bond now out of money)

***Establish a center for innovation and technology in the Knox Mill Area, possibly focused in the following areas: geo spatial technologies, new media, or marine technologies. The center shall be an alternative educational experience focused on entrepreneurs examining the new technologies of this period and how to implement their strategies. This is an advanced learning experience. High***

Lead Organization: New Technology Non-profit

Partners: EDD, Chamber, KWRED

Projected Cost: \$1,000,000 (grants)

Measurable: establish the center

Schedule: fall, 2011

Possible Resources: MTI cluster grant, Maine Arts, Selected foundations, local private fund raising

***Understand and coordinate trail and conservation lands to support economic development marketing. This is focused on the area of ecotourism, the preservation of quality of place and the importance of these mediums on creative industries. Medium***

Lead Organization: Coastal Mountain Land Trust

Partners: EDD, Conservation Commission, Ragged Mountain Recreation

Redevelopment

Projected Cost: unknown, dependent on specific acquisitions

Measurable: Reserve 50 acres per year in the Camden Hills

Schedule: Ongoing



Possible Resources: Maine for Lands Future, Federal support program, foundations, private giving

***Develop a Celebration program in support of the creative economy. The creative economy is a critical piece of the attractiveness of Camden. An annual celebration of all who contribute should be held. Medium***

Lead Organization: Opera House Committee

Partners: EDD, Chamber, Downtown association, arts associations

Projected Cost: \$2,500

Measurable: Hold event

Schedule: Late spring, 2012

Possible Resources: Maine Arts, Community

***Capitalize on the Mountains to the sea theme with solid marketing program; roll importance of school system, the library, and the amphitheater into package. Provide for a special focus on attracting young workers. Medium***

Lead Organization: EDD

Partners: chamber, downtown association

Projected Cost: \$10,000

Measurable: establish campaign

Schedule: Summer, 2012

Possible Resources: Maine Arts, local fund raising

***Continue to operate and maintain the harbor as a place to visit, by water and land. This is a key piece of the high end tourism attraction to the community. Visitor accommodations are key. Medium***

Lead Organization: Harbor Master

Partners: Other town departments, Windjammers, Wayfarer, EDD

Projected Cost: existing annual cost

Measurable: Maintain 100% dockage between July and September

Schedule: Ongoing

Possible Resources: Existing, but must strengthen local providers

**People: Camden has a unique mixture of young who must be nurtured, seniors who must remain an integral part of the community, and the talented who must be integrated and worked into a cohesive community network.**

***Develop Kids in Planning program to create more interaction with youth, the school system and the community. The goal of this action statement is to do a better job of civic engagement and integrating youth into the community. Low***

Lead Organization: EDD

Partners: School system

Projected Cost: 0 (obtain assistance)

Measurable: At least two service learning projects per year

Schedule: 2013

Possible Resources: Kids Consortium

***Conduct a Citizen survey. As part of a commitment to civic engagement, obtain the input of citizens. Low***

Lead Organization: EDD

Partners: Committees

Projected Cost: \$10,000

Measurable: Completed survey

Schedule: 2014

Possible Resources: CDBG, Community

***Develop a program that promotes consistent civic engagement. Part of this process taught us to reach out and engage the community whenever possible. A plan for such consistent involvement, coordinated among various committees, shall be developed.***

***Medium***

Lead Organization: Select Board

Partners: All boards and committees; Midcoast leadership academy

Projected Cost: \$2,000

Measurable: Annual work plan on civic engagement activities

Schedule: June, 2011, ongoing

Possible Resources: local funding, foundations, Orton Family Foundation

***Continue to implement an affordable housing through the existing committee. Consistently, the need for affordable housing was identified for further business development and attracting a younger population. High***

Lead Organization: Affordable housing Committee

Partners: EDD, Chamber, Midcoast Magnet

Projected Cost: \$4,000 (market assessment)

Measurable: Affordability assessment and plan

Schedule: 2013

Possible Resources: Maine Housing, CDBG planning funds

***Create programs and activities that actively engage those between 20 and 35 in Camden. Programs and entertainment must be developed to encourage and attract the young to remain and or return to Camden. Medium***

Lead Organization: Midcoast Magnet

Partners: EDD, Downtown Alliance

Projected Cost: 0

Measurable: Add two additional events aimed at this age group

Schedule: immediate

Possible Resources: foundations

**Infrastructure: Camden is a mature community with an aging infrastructure, a challenge in terms of traffic and pedestrian visitors, a beauty in terms of its harbor and support**

system, and a gem in terms of its recreational offerings: these must be maintained and advanced with the goal supporting local quality of life.

***Dam improvements to address flooding, flow and hydro potential through the Megunticook system, including possible bridge improvements by DOT. The critical issue is downtown dam improvements that might lower flooding potential and the replacement of the existing bridge on Route 1. Low***

Lead Organization: Public Works

Partners: Manager's office

Projected Cost: \$99,800

Measurable: Project Constructed

Schedule: 2012

Possible Resources:MDOT

***Sidewalks expanded around Main Street and parking moved to close by locations and other alternatives consistent with the pedestrian and bicycle plan. The goal is to create pedestrian and sidewalk space while creating traffic calming. Low***

Lead Organization: EDD

Partners: Public Works, Police Department, Downtown Association, Parking Committee

Projected Cost: \$200,000

Measurable: Project completed

Schedule: 2015

Possible Resources: MDOT, Gateway 1

***Conduct an inventory of technology needs and make recommendations for improvements. To compete in the creative industries market, Camden must understand its technology infrastructure. Medium***

Lead Organization: EDD

Partners: Technology Committee

Projected Cost: \$40,000

Measurable: Study completed

Schedule: 2012

Possible Resources: MTI, Community

***Implement a transit system that connects, at a minimum, Lincolnville to Rockland. They key is removing commuter, local traffic from the system during the congested periods of the summer. Medium***

Lead Organization: Gateway 1

Partners: EDD, Chamber

Projected Cost: \$150,000 (MDOT)

Measurable: Study completed, grants received, system implemented

Schedule: March, 2012

Possible Resources: MDOT funding

***Implement recommendations of the Pedestrian Bikeway Report focused on neighborhood connectivity which includes improvements in sidewalks, trails, and bikeway improvements. This is a critical component of our commitment to local and tourist accommodations. High***

Lead Organization: Bike and Pedestrian Committee

Partners: EDD, Public Works

Projected Cost: \$250,000

Measurable: Improvements made

Schedule: ongoing

Possible Resources: Local CIP, MDOT local school way program

***Infrastructure improvements to sidewalks which is the practical implementation of the Pedestrian Committee recommendations. Medium***

Washington St. from Elm to Mechanic – replace curb with granite and sidewalk with concrete on both sides of road:

- Main St. alley way from Main St. sidewalk to Public Landing – redesign and reconstruct
- Elm St. from Chestnut to Union – replace curb with granite and sidewalk with concrete
- Union St. from Elm St. to Pleasant St. – add new granite curb and concrete sidewalk
- Pleasant St. from Union St. to Wood St. – add granite curb and concrete or asphalt sidewalk in area of Elm St. School. Reconstruct existing sidewalk
- Wood St. from Elm to Pleasant – Replace curb with granite and reconstruct sidewalk
- Chestnut St. from Elm to Wood – Reset granite curb and replace with concrete sidewalk

Lead Organization: Public Works

Partners: Bike and Pedestrian Committee

Projected Cost: \$300,000

Measurable: Projects completed

Schedule: Ongoing

Possible Resources: Community CIP, MDOT Sidewalk funds

***Infrastructure improvements related to parking in the downtown area. Low***

- Washington St. from Elm to Mechanic – redesign and reconstruct parking lot
- Pleasant St. from Union St. to Wood St. – Add parking spaces in front of school
- Mechanic St. – reconstruct 5&10 parking lot and retaining wall

Lead Organization: Public Works

Partners: Police Departments

Projected Cost: \$150,000

Measurable: Projects completed

Schedule: 2014

Possible Resources: Local funds, gateway 1

***Infrastructure improvements related to downtown lighting. It was agreed through the review process that the existing lighting systems were inadequate in the evening. While***

*areas were identified below, systems generally were identified as needing upgrades. Low.*

- Washington St. from Elm to Mechanic – add lighting where possible
  - Elm St. from Chestnut to Union – may want to add more lighting
  - Wood St. from Elm to Pleasant – add lights
  - Chestnut St. from Elm to Wood – add lights
- Mechanic St. - add lights

Lead Organization: Public Works

Partners: Police Department, CMP

Projected Cost: \$240,000

Measurable: Lighting improved

Schedule: ongoing

Possible Resources: MDOT, CDBG

*Preserve the working Waterfront, particularly as it relates to the existing fishing industry and tourist visitors to the community. High*

Lead Organization: Harbor Master

Partners: Harbor committee, EDD, Wayfarer, Fishermen

Project Cost: Staff time, improvements

Measurable: Establish a baseline for working waterfront income

Schedule: Ongoing

Possible Resources: Bonds, MDOT specialty funds, others

**Events: The community should continue to support and grow locally held events that have local, state and national stature. The events, focused more in the conference arena, are meant to attract new and young workers and businesses to the community. A program for accommodating these visitors/tourists is a subset of this goal.**

*Marketing the Opera House as a place to hold major events and to advertise the events already planned. Medium*

Lead Organization: Opera house Committee

Partners: Chamber, EDD

Projected Cost: \$10,000

Measurable: Increase in sales

Schedule: Ongoing, with budget commitment in 2011

Possible Resources: Community, Maine Arts

*Continue to support and grow new programs like PopTech, Juice, the Camden Conference, increasing the overall number of events. To achieve this goal, a central events coordination program housed in a 501c3 Non-profit development corporation will be created. It will responsible for coordinating, maintaining, and adding to events that are consistent with the community's focus on the creative economy. High*

Lead Organization: EDD

Rank: High

Partners: Chamber, Opera House, Downtown Association, Snow Bowl

Projected Cost: \$65,000 first study and then staff position to conduct the work  
Measurable: 4 more events per year, focused especially in the 1<sup>st</sup> and 2<sup>nd</sup> quarters  
Schedule: December, 2011  
Possible Resources: Maine Arts grant program (\$50,000), private donations, fund raising events

**Industries: Camden should nurture critical economic clusters within the local community that present an attractive draw to those outside of the region, outside of the state and can make use of existing properties and infrastructure.**

*Establish a revolving loan program to assist local businesses, both new and existing in growing their business. Funding levels and criteria need to be developed, but should be connected to supporting creative industries, the retail industries, and those who create new jobs with the fund .Medium*

Lead Organization: KWRED

Partners: EDD, other towns

Projected Cost: \$1,000,000

Measurable: Loan program established, 4 loans per year in region

Schedule:

Possible Resources: Local TIF, Bonds, CDBG program, agreements with other agencies such as KWRED and CEI

*TIF programs in support of economic development activities. This should be based on the existing development program and should come as recommendations from CEDAC to the Select Board. Low*

Lead Organization: EDD

Partners: business owners

Projected Cost: varies based on development

Measurable: vacancy rates at Knox Mill/Tannery are reduced

Schedule: Policy in place by 2011

Possible Resources: Local

*Continue the support of KWRED to implement a regional economic development program and coordinate Camden activities with those of our neighbors. If there is an opportunity to attract a business, all locals must be eligible. Medium*

Lead Organization: KWRED

Partners: EDD, towns, businesses

Projected Cost: in house staff

Measurable: KWRED remains viable

Schedule: immediate

Possible Resources: private, EDA, state

*Establish and build a local/regional/international intellectual property network that works to connect and enable our exiting businesses and individuals. This network will help to work to attract like minding companies to the community. Medium*

Lead Organization: EDD

Partners: University of Maine  
Projected Cost: \$50,000 (UMO)  
Measurable: Inventory complete  
Schedule:  
Possible Resources:

***Create a “tech-Shop” for craft/artisans (the Tannery would be an ideal site) that focuses on providing capital equipment, and “industrial design” entrepreneurial training, and business development in one place. Similarly, consider creating a business incubator to nurture startups, consistent with the findings of the DCI Report. High***

Lead Organization: EDD

Partners: Artisan community, benefactor, private sector  
Projected Cost: \$1,000,000  
Measurable: 1<sup>st</sup> 20,000 sq. foot structure at the tannery site, or at another local  
Schedule: 2012  
Possible Resources: MTI, CDBG, EDA

***Insure that the community supports tourism, tourist activity, and its’ related industries by creating a program that is focused on advocating and assisting the visitor. This will include activities to improve “way-finding”, enhance the “Main” St. shared space between pedestrians and cars, and implement a Parking Management system, consistent with the DCI report (this could ultimately lead to the development of a parking structure. High***

Lead Organization: Downtown Group

Rank: unranked (came through final deliberations of the plan at the CEDAC level)

Partners: EDD, Chamber

Projected Cost: none, staff support

Measurable: 1-2 customer related training/planning programs per year

Schedule: April, 2011; November, 2011 and then ongoing

Possible Resources: Maine Arts Commission, Tourist division, Maine downtown funds



# Attachment 1: The SWOT Analysis

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## Camden SWOT Analysis

September 8, 2010

### Summary

Introduction. On September 8 at High Mountain Hall, the Camden Economic and Community Development Committee held the first in a series of meetings focused on developing an action plan for Economic Development in Camden. The focus of this session was to identify the strengths and weaknesses of the community and the key focal areas that community must address as it moves forward. This summary will identify those strengths and weaknesses and provide the key goal areas the community must focus on. Each of the categories is organized by several focus areas that will provide direction for specific action plans.

### Strengths

Properties  
Knox Mill  
Working Waterfront  
Tannery  
Fox Hill  
Downtown as campus  
Public Library  
Opera house  
Movie Theater  
Quality Of Life  
Physical nature of community  
Community spirit/pride  
Natural environment  
Scale and size of community  
School system  
Historic quality of the community  
Great place to live  
Neighborhoods  
People  
Seniors  
Influx of middle income families  
Networks and intellectual property  
Volunteerism  
Events

Poptech  
Juice  
Camden conference  
National toboggan championships  
Infrastructure  
Knox county Airport  
Camden hills State park  
Sidewalks and bikeways  
Sewer treatment capacity  
Hydro power  
Safe harbor/Camden harbor  
Route 1  
Industries  
Crafts-artisans  
Creative economy  
Health care  
Hospitality  
Intellectual property  
Retail  
Technology/information  
Real estate  
International name recognition

## Weaknesses

Properties  
Few places for commercial development  
Confiditon of Knox Mill  
Haven't bottomed our like Rockland had  
Ability of young to buy properties: housing and businesses  
People  
Skilled workforce  
Entitlement to services  
Blue collar diversity  
Fragmented thinking/lack of vision  
Full civic involvement  
Engagement of young people  
NIMBYism  
Quality of Life  
Empathy for the working families in the community  
Young families living out of town  
Affordable housing  
High rents  
Division between heaven and economic opportunity  
Weather and associated costs  
Going dark in the winter  
Cost of living

Infrastructure  
Technology support  
Aging  
Roads make goods to market is hard  
Form of government/unpredictable  
Downtown parking  
Downtown poorly lit  
Need for Route 1 bypass  
Signage  
Public transit and lack thereof  
Taxes/difficult budgets  
Ability to service events from staff and physical capacity  
Industry  
Perception: not open for business  
Not perceived as a high technology community  
No work for young people  
High tax burden  
Lack of salary base jobs in the community  
Signage restrictions  
Zoning restrictions

## Opportunities

Properties  
Camden as a conference campus  
Expand capacity of Opera House  
Fill Knox Mill  
    College  
    Professional/creative  
Ragged Mountain  
Fox Hill  
Tannery  
Wayferer  
Camden State Park  
Trail systems  
Loan programs to assist young entrepreneurs  
Reaching to entrepreneurs from away—how  
Quality of Life  
Sustainable community development  
A college/sci, info, tech  
Leverage  
Creative economy  
Think regionally  
Mountain to the ocean marketing  
Shoulder season  
People  
Economic strategy to attract young people

Educated population  
Intellectual property/capacity  
Finding older money to create Camden angel fund  
Infrastructure  
Alternative transportation  
Waterfront park conversion  
Bikeways/pathways (including waterfront bridge)  
Hydro improvements  
Elm /main street  
Outer harbor breakwater  
Business zoning decisions  
Industries  
Cohesive, modern marketing program  
Craft schools/expansion  
Hospitality  
Capture state park visitors  
Pressure to have stores stay open later  
Identify youth  
    Employment opportunities  
    New markets  
Mentoring by successful entrepreneurs

## **Threats**

Properties  
Unknown ownership of Knox Mill  
Future of Fox Hill  
People  
Aging Population  
Lack of things and interaction with youth  
Lack of consistent community engagement beyond those who are committed  
Lack of common vision and direction  
Jobs lost, particularly for the youth  
Nature deficit order  
Reluctance to change/compromise  
Quality of Life  
Wind towers  
Too much growth  
Balance  
    Goods and services  
    Use of community over time  
Affordable housing  
Neighboring communities on the move  
Static community  
Going black in winter  
Fragmentation of the community  
Infrastructure

Fuel prices  
Lack of state funding for support  
Topography  
Track and truck deliveries  
Commuter traffic  
Town meeting form of government  
Industries of difference  
Retail becoming entertainment, not commerce  
Events  
Wind power could be decisive  
Loss of town meeting  
National/ world economy  
Demo change not supporting local stage

# Attachment 2:

## Projects Identified but Not Considered

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Projects that were identified but are not considered in this plan. These were removed through the scoring process at the facilitated sessions:

Projects removed from the November 18 Strategic Plan Session:

Of the very low that we really should move on from in the list are:

Construct a footbridge over the falls: 2-11=-9

Survey of salaries in the community: 0-7=-7

Expand and improve harbor boardwalk from Curtis Island bell to Bay View Landing and improve the alley way: 0-1=-1

Analysis: converting the first floor of the Opera House to space for them and moving town hall to Knox Mill: 0-3=-3

Infrastructure improvements – storm drainage: 0-3=-3

Conduct a Customer Survey: 0-2=-2

Business Survey: 0-2=-2

Work to redevelop the properties at the end of Atlantic Avenue: -1

Conversion of parking on waterfront to more green space; provide alternate supply for parking, initial study related to a parking structure: 1-2=-1

Examine present form of government: 0-1=-1

Infrastructure improvements – storm drainage: 0-3=-3

Projects Eliminated through the Scoring process on October 6:

# Attachment 3: Inventories

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